



The Ministry of Education of Azerbaijan Republic

Marketing strategies of TNCs in the emerging markets

Rasul Musayev

UNEC SABA
Azerbaijan State Economic University



Marketing strategies of TNCs in the emerging markets

Rasul Musayev

SABAH 2 World Economy

Supervisor:

UNEC SABAH

Azerbaijan State Economic University

This research discusses the main characteristics of marketing strategies of the companies in the emerging markets, with a special focus on Azerbaijan, Turkey and Russia. Journals, number of books, articles have been used to answer research questions.

Table of Contents

Abstract.....	2
INTRODUCTION	4
History of development of TNCs.....	5
Classification of TNCs	6
Emerging Markets	9
Why is it profitable to invest in emerging markets?	10
Marketing Strategy.....	11
The concept, goals and application of marketing strategies	Ошибка! Закладка не определена.
Defining different marketing strategies.....	Ошибка! Закладка не определена.
Features of marketing strategies in different directions.....	Ошибка! Закладка не определена.
Marketing strategies in Russia.....	Ошибка! Закладка не определена.
Marketing Strategies in Turkey.....	Ошибка! Закладка не определена.
The Marketing Strategies of the locals	Ошибка! Закладка не определена.
Most Common Mistakes	Ошибка! Закладка не определена.
The best of Marketing in Turkey.....	Ошибка! Закладка не определена.
New Trends in Marketing in Turkey.....	Ошибка! Закладка не определена.
A comparison with Japan	Ошибка! Закладка не определена.
Influencer Marketing in Azerbaijan by TNCs..	Ошибка! Закладка не определена.
Influencer Marketing in Russia	Ошибка! Закладка не определена.
Conclusion.....	Ошибка! Закладка не определена.
References	Ошибка! Закладка не определена.

Introduction

It is obvious that, there are a lot of distinguishing features between the ecosystem and business market in developing and developed states. In case of modern marketing, we can indicate the main differences in terms of Azerbaijan as following:

Firstly, neither large, nor the small companies provide an option of online shopping for their customers. Our research conducted in UNEC Digital Marketing Center concluded that, this tendency of the local companies is related with a consumer behavior problem which is common for the Post-Soviet states. The potential customers in these states are unlikely to purchase a product without touching it. However, the companies do not take a step to break this habit of prejudice, whereas it is possible to get some positive results in short term and long term by encouraging the customers to try the online offers using special offers for their first online shopping. By ensuring the customer satisfaction from the first online shopping experience, the companies can make a considerable effort to overcome the challenges on the way to a more digitalized business.

Furthermore, only a small number of companies pay the required attention to building online presence. Each year people tend to spend more and more time on the internet, hence the opportunity for the companies to make use of online marketing tools grows with time. However, reluctance of the local companies to pay attention to the online presence is clear from the absence of a digital marketing department in most of them. Especially the Social Media Marketing strategies of the companies do not seem to convey the features of professionally planned SMM approaches that deliver the appropriate messages to the customers in the appropriate time.

This paper is intending to explore the above and more distinguishing features in the marketing strategies applied in the emerging economies.

A multinational corporation is a company that has production facilities in several states, and a percentage of assets in foreign affiliates is more than 25-30%.

Allocate the country of the transnational corporation, as well as the host countries. The first is the state in which the central office is located, or the so-called headquarters of the corporation. The latter are the states where the assets of TNCs (transnational corporations) are located.

History of development of TNCs

It is generally believed that the prototype of modern multinational companies is the Knights Templar, which was founded in 1118. After all, in 1135 he started his own banking business, which encompassed more than one state. The first true transnational company was the British East India Company. Its foundation dates back to 1600 and is associated with Queen Elizabeth I. Its decree gave the company monopolistic rights to trade in India. Governance was carried out by the governor and the board of directors. As a result, the commercial corporation eventually was endowed with military and governmental functions, which made it possible to play a decisive role in the colonization of not only India but also other eastern states. It had its own troops, which conducted full-fledged military action with the aim of capturing other countries. Its enormous powers were lost by the TNC only in 1858, when all its administrative powers were transferred to the British Crown. As a result, in 1874 the British East India Company was liquidated. Another integral part in the history of the development of TNCs is the Dutch East India Company. It was established in 1602 and became a monopoly in trade with Ceylon, China, Japan and Indonesia. The main contribution to the history was that this corporation was a joint-stock company, which was an innovation all over the world. It offered its participants a shared responsibility and a shared sharing of profits. Initially until 1644, the dividends were paid by the imported goods, and afterwards in kind. The TNC ceased to exist in 1798.

Subsequently, TNCs appeared around the world and became a very common type of business organization.

Classification of TNCs

Transnational corporations exist in three main types:

With horizontal integration;

With vertical integration;

Separate.

The first type is a company whose divisions are located in different states and produce identical or identical goods, and the headquarters manages them. The second type has divisions that produce a certain group of goods, which is subsequently supplied to units of the same TNCs in other states. In this case, general management is also carried out by the headquarters. In the case of separate corporations, their units located in different states are not connected by either horizontal or vertical connections.

Any type of transnational corporation has a great influence in the region of presence, as it has close ties with the society, the lobby of politicians, and also large financial resources. TNCs are active participants in scientific and technological progress. This is confirmed by the fact that more than 80% of patent registration is associated with TNCs. They cover more than 70% of the world trade, as well as 50% of the total production. It is interesting that about half of all trade is not based on market prices, but under the influence of the parent company. Such prices are called transfer prices.

Society and TNCs

The attitude of society to multinational companies is ambiguous. Of course, their work is of great benefit in the form of the above-mentioned scientific research, as well as other positive factors. However, the activity of such corporations also causes multiple protests of public organizations. The main of them are antiglobalists, who argue that, by monopolizing national markets of countries, TNCs, in fact, destroy the sovereignty of states. Representatives of these movements call TNC actions an economic war directed against the population. It is worth noting that many countries have special antitrust laws that limit the activities and expansion of TNCs.

In addition to antiglobalists, representatives of ecological communities also oppose the spread of TNCs. In their opinion, due to the huge production potential of transnational companies, they can quite provoke local environmental disasters in some countries or regions. Therefore, the state should invest huge funds in ensuring the environmental safety of these regions, which is very inefficient. That is why many production facilities are now moving to third world countries.

Major transnational corporations

Well, what are the prospects for development of transnational corporations of the world? The list of spheres of their influence, as has been repeatedly mentioned, is really huge. About half of industrial production, almost 70% of trade, almost 85% of inventions and 90% of foreign investments depend on them. Trade in raw materials belongs to TNCs: under their authority, the purchase and sale of wheat (90%), coffee (90%), corn (90%), tobacco (90%), iron ore (90%), copper (85%),

bauxite 85%) and bananas (80%). In addition, in America, more than half of export-related operations are controlled by TNCs, in the UK the number of such operations is 80%, in Singapore, in principle built on the money of foreign investors - 90%. 30% of world trade is directly or indirectly related to the activities of TNCs. And in the future, with the development of globalization, the power of transnational corporations will only increase.

Despite all sorts of difficulties, they are not going to refuse expansion of new territories, and there are a lot of markets where not all the possible space belongs to TNC products. Therefore, the only thing that now remains for most of the states targeted by TNCs is either to help them by getting a certain profit from the arrival of a new entrepreneur or to defend themselves by introducing a policy of protectionism, thus causing, perhaps, discontent of citizens who will be forced to purchase products of transnational corporations in other markets.

Finally, we note the main and most famous TNCs in the world. The first and notorious for its environmental disasters is the oil producing and oil refining company British Petroleum. It specializes in oil production in various parts of the world, including environmentally friendly Alaska and the Arctic. In addition to petroleum products, the corporation produces detergents, animal care products and various detergents.

Another scandalous TNC, famous for its lawsuits with customers, is the McDonald's fast food chain. It is difficult to imagine a country in which there are no restaurants of this brand.

The company Nestle is one of the leaders in the world production of coffee, ready-made breakfasts, etc. In addition, the corporation owns the trademark of the manufacturer of cosmetics L'Oreal.

Another famous transnational company is the manufacturer of cosmetics, household chemicals, personal care products - Procter & Gamble. All of us have heard such trade marks as Ariel, Wash & Go, Camay, Pampers, etc.

Conclusion of TNCs

As we can see, transnational corporations have become an inseparable attribute of the modern world not only economically, but also politically, socially and socially. They have a very strong impact on all areas of life, and not always in a positive perspective.

Emerging Markets

Recently, it is quite often possible to hear the term "emerging markets" among investors. The so-called markets in developing countries, and, according to experts, they are quite promising, and investments in such markets grow every year, despite the fact that emerging markets are still risky enough for investments. In general, the flow of investment in developing countries poured in the 90s, when the Indian market was opened for foreign funds, and the Chinese market began to grow rapidly.

Current countries with emerging markets

The list of developing countries, first of all, includes China and Russia, Peru, Mexico, Poland, Turkey, Korea, Egypt, Brazil, South Africa, India, Thailand and several dozen other states. Also, a new player, BRICS, appeared on the world economic map. This association includes five large countries with developing economies. This is Russia, China, Brazil, India and South Africa.

Why is it profitable to invest in emerging markets?

As the practice shows, the profit from investing in developing countries is not less than from investments in already developed and popular markets, only there are more prospects and opportunities in new markets, since they are not so busy. The countries of the European Union in this regard are now experiencing a crisis, so recently there has been a trend that developing countries are becoming more reliable than European ones. This, of course, does not mean that emerging markets have caught up or exceeded the performance of developed countries, simply in the long term they have a greater potential to improve performance, while developed countries may be prone to regression. Quite rightly it is considered that it is necessary to look for large promising companies in the markets of developing countries and invest in their shares, which, as a rule, have high dividends. If you look at the dynamics of investment and returns in developed and developing countries, you can notice such trends: - Investments in the stock markets of developing countries show a revenue of one and a half to two times greater than in the markets of advanced economies; - for the most part, the risk is that on developed, which is almost the same in emerging markets, the degree of risk differs by only a few percent. The mass of companies in developing countries in recent years has issued a large number of bonds.

A rather promising investment in emerging markets is the banking sector, the transport sector. It is worth paying attention to small, but stable and stable to crisis phenomena, companies. One of the most promising sectors for investment in developing countries is the automotive industry. A fairly large flow of investment in this industry goes to Russia, Brazil, China, India. Another profitable branch is winemaking. First of all, of course, attracts attention the Chinese market, which has been a serious competition for the United States of America for several years already. At the moment, many Chinese stocks are undervalued, and so you can "pour" into the flow of investment to then get a good profit. A huge potential is demonstrated by the Russian market, however, the geopolitical situation in many respects hinders the growth of exchange funds. If in Russia only 5% of funds are allocated to funds, then in Latin America and China - all 18%. The exchange fund iShares MSCI China ETF (MCHI) is popular. In the near future, analysts predict the benefits of investment in the South Korean market with stable economic performance.

Marketing Strategy

A strategy is a plan or a way of an activity, presented in general form for a long period of time. The strategy is developed in any direction in order to maximize the use of available resources to achieve the main goal. The marketing strategy is part of the overall corporate strategy of the company and is designed to describe how the company should use its limited resources in order to increase profits from sales in the long term. It is an element of the company's marketing plan and is more descriptive, offering not the specific actions themselves, but only their direction.

The concept, goals and application of marketing strategies

Since the marketing strategy is included as an integral element in the company's overall strategy, it helps to outline the main directions of the organization's activities in the marketplace with respect to consumers and competitors. The development of the marketing strategy will be influenced by the main objectives of the company's activities, its position on the market in the present time, the organization's available resource potential, assessment of its market prospects and possible actions of competitors.

The main objectives of the marketing strategy are usually: the increase in sales, which can occur in two ways: by increasing the flow of customers or the number of orders; increase in the company's profit; ensuring the attractiveness of products for a particular target audience; gaining a larger share of market space; achievement of leadership positions in its market segment. The goals of the marketing strategy should not contradict the main mission of the company and the strategic objectives of the business as a whole. Marketing strategies are subject to all marketing activities of the company (advertising, providing public relations, organizing sales, etc.).

The application of the marketing strategy is a gradual implementation of an interrelated set of operational-level strategies, which include sales, advertising, pricing strategies, etc. In the modern world, companies often do not just keep or increase the share of the existing market, but search for new markets.

Since the market situation is always dynamic, the marketing strategy is also characterized by flexibility, mobility, the ability to constantly be adjusted. There is

no single strategy in the field of marketing, suitable for all types of companies and goods. To increase sales of a particular firm or promote a certain type of product requires a separate development of activities.

The classification of marketing strategies can be based on various characteristics. The most common is the division of known marketing strategies into the following groups of strategies: Concentrated growth. It is planned to change the market for the sale of goods or to improve (modernize) it. Most often, such strategies are aimed at combating competitors in gaining an expanded market share ("horizontal development"), searching for markets for already existing goods, improving the goods themselves. Integrated growth. They pursue the goal of expanding the structure of the enterprise through "vertical development" - the beginning of the production of new goods or services. As part of the implementation of this type of strategy, it is planned to monitor the branches, suppliers and dealers of the company, as well as to influence the final customers of the products. Diversified growth. They are used if the company does not have the opportunity to develop in the present conditions in the market with a certain type of product.

The company can focus on the production of a new product, but at the expense of old, already available resources, while the goods may slightly differ from those already produced or be fundamentally new. Abbreviations. Are directed on increase of efficiency of activity of the enterprise after a long period of its development. At the same time, both the reorganization of the company (for example, reduction of individual units) and its liquidation (for example, a gradual reduction of activity to zero, while earning the maximum possible income) can be carried out. Also, the marketing strategy of the enterprise can be oriented both to the entire market and to its individual target segments. In this case, three main strategic directions can be realized:

Strategy of mass or undifferentiated marketing. Focused on the market as a whole, without any difference in customer demand. The competitive advantage of the products is achieved, mainly, by reducing production costs. The strategy of differentiated marketing. In this case, the goal is to cover as many market segments as possible through the production of products specifically designed for this (improved quality, appearance, design, etc.). The strategy of concentrated marketing. Efforts and resources of the enterprise are directed to one market segment, and, accordingly, the goods are offered precisely for this target audience. The bet is made on the originality of a certain type of goods. This strategy is most suitable for enterprises with limited resources.

Formation and development stages

- Stage of analysis of the marketing capabilities of the organization. It is an assessment of the strengths and weaknesses of the operation of the enterprise, its advantages in a particular market and the possible risks;
- Stage selection markets functioning. It presupposes the analysis of demand and supply, consideration of a certain type of market, its pros and cons, the consumer composition, as well as the demand for products produced by the enterprise;
- Stage of development of the marketing program. It is formed from the definition of the peculiarities of the price policy, the methods of positioning of a product in the market, the holding of an advertising company, and also the control over the sale of products;
- Stage approval and implementation of marketing programs. Supposes their reasonable analysis in the context of the provisions of the general strategy of organization and crisis management.

The formation of a marketing strategy can be influenced by the following actions: -

- a detailed analysis of the state of the market, the allocation of its key segments; ---
- assessment of the current financial condition of the company;
- Analysis of the company's activities in a competitive environment, as well as the actions of competitors;

Analysis of strategic alternatives and choice of marketing strategy; an approximate economic evaluation of the chosen strategy;

- The definition of methods for monitoring the marketing strategy implementation.

Structure and content

The following structure of the marketing strategy can be distinguished:

Determination of the target market and target segments. It is necessary to correctly correlate the company's capabilities and attractiveness of the market. The company has to decide what products it will produce, what services to provide customers.

Definition of target groups of clients. The right choice of its target group will allow the company to fully meet the needs of the most important customer groups, which will help to strengthen its position in the market. According to the well-known rule of thumb, 20% of buyers are able to bring the firm 80% of profit, if this target group is determined correctly.

Positioning. The company needs to determine its position on the conquered market segments. Here you need to develop your own competitive advantages in order to distinguish your trademark in the eyes of customers. Marketing complex. In this case, it is necessary to determine the options for using various marketing tools for consumers in the main areas: goods, price, promotion, distribution, so that the company can position itself in the market in a certain way. Usually the marketing complex includes: commodity policy, pricing, promotion, distribution and marketing policy.

Defining different marketing strategies:

- The marketing strategy of the project / organization means the development of a set of targets that will be relevant for the entire project / organization as a whole. It is about building a structure of goals and determining methods for achieving them, which will direct all marketing activities of the project or organization to achieve the most effective market result.
- Marketing strategy of sales / market allows the company to become a leader in its segment, to strengthen its position in the market, to significantly increase sales, to increase demand for its products, to bring new products to the market and expand sales geography. There are operational (up to 1 year), medium-term (from 1 to 3 years) and long-term (from 3 years) sales strategies.
- The marketing strategy of the product / brand will concern product planning, sales, promotion and price. Four main directions are possible: penetration into the market, product development, development (expansion) of the market and diversification of goods or services (release of new products for new markets).
- The marketing strategy of prices assumes the company's definition of the basic actions in the field of pricing, which, with the least costs, will ensure the company's achievement of its goals in a certain period of time. The essence of such a strategy is to change the initial price of the goods during the planned period to extract the maximum profit.
- The bank's marketing strategy means the bank's orientation, first of all, on the needs of its client group, and then on its own product as such. It consists of a thorough study of the market, an analysis of changing consumer priorities regarding banking services. The competitive policy of the bank will play a huge role in this case.
- Marketing communication strategy is a long-term plan, according to which the marketing communications of the company are formed and

implemented, contributing to the implementation of marketing goals, as well as the company's general corporate goals. This strategy is designed to streamline and synchronize the entire communication activity of the organization to achieve the best market effect. Communication strategy includes the following main elements: goals, audience, products (brands), message, budget, channels of communication and measurement.

Features of marketing strategies in different directions

Marketing strategies in trade involve a continuous systemic analysis of market needs, which will facilitate the development of those products that are needed by specific target groups. These products have special properties that distinguish them from the products of competitors, and provide them with an undeniable competitive advantage. Marketing strategies in construction presuppose ensuring rational organization of production, reducing costs, efficient use of resources, increasing labor productivity, the ability to adapt to the market in conditions of increased competition. These strategies set the direction of the organization's activities on the market, facilitate the coordination of marketing components of each division of the construction organization, and make efficient use of available resources. Marketing strategies in the field of finance provide not only the search for effective directions and methods for selling financial products, but also the ways of diversifying the company's services, as well as shaping the organization's anti-crisis policies.

As a final note, I would like to underline a special concept for marketing strategies. Marketing strategies in crisis management The marketing strategy is developed, including, for the organization's behavior on the market in conditions of severe

opposition to negative factors of the external environment. It is implemented within the framework of crisis management, when the company gets an orientation to achieve the best position in the current market conditions. The implementation of the entire package of measures that make up the marketing strategy will help the organization to exit the crisis with the least administrative and financial costs. Marketing strategies as an important part of the overall strategy of the company's anti-crisis development take a leading place in determining the various methods for its recovery from the crisis. For this purpose, marketing strategies are being developed for pre-crisis, crisis and post-crisis management.

Marketing strategies in Russia

Currently, Russian business is experiencing one of the most dramatic periods in its post-Soviet history. The Russian market is becoming so turbulent, the competition on it is growing so rapidly that most Russian companies start to think about their ability not only to earn but also survive.

This circumstance is one of the explanations of the fact that the number of Russian companies operating in consumer and industrial markets, not related to the extraction of minerals, is rapidly declining. Yesterday, even successful Russian enterprises are now striving to sell themselves to Western competitors at any price, foreseeing the imminent loss in the competition ... Unable to adapt to the rapidly changing conditions of the turbulent market, we suddenly found that an increasing number of large Western multinational companies began to show live interest in our market. Under these conditions, unless, of course, the company aspires to sell itself as soon as possible, calling it the fashionable term mergers & acquisitions, two factors directly influencing the success of the business and retaining the company for Russian owners acquire great importance: change management

(continuous management of changes in internal environment of the company) and marketing (management and constant adaptation to changes in the market).

Modern marketing is a huge mixture of different views on effective solutions in the field of strategy. This circumstance is a serious plus in favor of Russian companies seeking to compete on an equal footing with foreign counterparts. From the sphere of competition between budgets and technologies, competition can be expanded into the sphere of intellectual competition, where the starting positions are essentially equal. In conditions when the intellect determines the victory in the market, our companies have a chance to secure their future.

However, personally as a practicing consultant in the development of marketing strategies, the analysis of the current situation in consumer and many industrial markets increasingly leads to a disappointing conclusion: most domestic companies simply do not stand a chance of long-term success in the current marketing strategies. Simplically, but almost all the marketing strategies of Russian companies, which I observed, boil down to the following theses: Increase sales in the Russian market is not slower than the market is growing; go to previously not covered (not fully covered) Russian regions, developing there distribution; to enter the markets of the republics of the former USSR (mainly Ukraine, Belarus and Kazakhstan).

The problem is that Western companies make similar decisions, and as a result, Russian business converges in a head-on collision with Western competitors. The loser in such a clash is, as a rule, predetermined. Competition "forehead in the forehead" involves a mutual "pumping of muscles", i.e. budgets and technologies, and our companies in this sense are much weaker than experienced Western corporations. This is all the more true, if by technologies we mean not only the industrial equipment involved in the production of the product, but also the business processes, namely logistics, management, financial management, etc. In

modern realities, we, in principle, can not compete with the West in the field of technology, since we have neither practical experience in this field nor time to acquire it. The West, in this sense, has a huge competitive advantage over Russia - it has had time (more than a hundred years of market economy) to gain experience in management technologies. From all of the above, a very simple conclusion follows: Russian companies that are striving to survive and succeed in the long term should adopt marketing strategies that are the maximum avoidance of a frontal collision with Western competitors. Sometimes such strategies are called niche.

When developing a marketing strategy for a Russian company for the medium and long term, it would be recommended that the following circumstances be taken into account:

- Imminence of the collapse of commodity markets. If you look at the situation without prejudice, then this thesis acquires its frightening evidence: such a superpower as the US can not long tolerate unprofitable high prices for raw materials. This is all the more relevant in the light of the growing confrontation between Russia and the West.
- Crushing collapse of the Russian market as a consequence of falling prices for oil and gas. As the main reason for the growth of the Russian market, most experts call the growth of consumer demand, which is obviously caused by the receipt of additional money in the country. In conditions when the main source of such money is the sale of raw materials abroad, the fate of consumer demand in the conditions of falling prices for raw materials is predetermined.
- The collapse of the markets of post-Soviet states (Belarus, Ukraine, Kazakhstan and others), the economy of most of which directly depends on the Russian economy (Russia is the main market for products manufactured in these countries).

- The bankruptcy of most Russian companies, caused by the fact that the vast majority of them are concentrated on the Russian market and the markets of the countries of the former USSR.

This simple process of reasoning leads us, at first glance, to a paradoxical idea: in the medium and long term, Russian business will, in the majority, survive only if immediately, right now it starts to fight not for Russian and post-Soviet, but for independent foreign markets from Russia !! In essence, this thesis means that the key to the survival of a Russian company is the transfer of the main efforts of its activities from the Russian market to foreign ones.

The current Russian marketing logic, as a rule, proceeds from the installation to earn as much money as possible here and now. This is justified when the owners of the company plan to sell it in the near future. Brilliant market indicators certainly increase the potential value of the company. However, from the point of view of the company's long-term strategy, which is not going to be sold, such a decision, to all appearances, is not entirely true. At the forefront is not only the issue of earning money, most of the serious players on the market have already solved this problem in past years. Such a popular model of business management on the indicators ROI, ROE, EVA, etc. can play a bad joke with the owners of companies. Equally important now is the desire to protect the position of the company as much as possible, to insure - to ensure the very existence of business in case of "collapse" of the Russian market and satellite markets.

Obviously, excessive concentration in one market gives rise to a critical dependence of the enterprise on the well-being of this market. Realizing this, it can be argued that such a popular "hike to the regions" is an inefficient marketing move from the point of view of ensuring business stability in the

event of economic cataclysms in Russia. The largest Russian cities have long been "divided" among players. Now there is a "sharing" of previously unreached Russian regions. But this does not give much in terms of revenues - the volume of regional markets is relatively small - and it does not give anything exactly from the point of view of building a stable business that can survive the next 1998. All of the above is true for the markets of the former Soviet republics. They are excessively dependent on the well-being of the Russian economy and from the point of view of business stability in the conditions of economic cataclysms in Russia should be equated to the Russian regions.

In this sense, a more correct solution will be development towards markets with minimal dependence on Russia. There is always a classic objection, which is willingly operated by many domestic marketers. According to them, the threshold of entry to other markets is so high that modern Russian business simply does not have the necessary financial resources to pay for the "entrance ticket." In addition, it also mixes such mental factors as the chronic dislike of Europeans and Americans to everything Russian. In part, all this is true, and these factors, in fact, largely shut the North American and European markets before the Russians. But there are a lot of other markets that are not formally attractive as the above mentioned ones, but they make it possible to earn good money, and, what is very important, they are independent of Russia. South America, Asia, the Arab world, some African countries. What prevents us from penetrating these markets: distance, ignorance of local conditions, simple human fear of the unknown? All these factors are not barriers in the marketing sense. In other words, from a marketing point of view, Russian business has every chance of success in many overseas territories. And from the point of view of a calculating businessman who plans to own and / or manage the company for a long time, there is every reason to start working for them. Only a shift in business

in favor of Russia's non-dependent non-oil markets will ensure effective insurance against Russian macroeconomic risks.

The foregoing raises the question of an optimal exit strategy for foreign markets. Of course, here a lot depends on the specifics of a specific market, the industry in which the company operates, the magnitude of marketing budgets and staff competencies. However, some recommendations, I think, can still be given. In this case, I would recommend taking into account the following considerations:

1. Head-on collision with transnational corporations that are present in the target foreign market is likely to bring nothing but failure. If we can not really deal with them in Russia and the post-Soviet space, that is, in the environment in which we grew up and which we know as our own five fingers, why would this number have passed in other countries?
2. The idea of producing goods in Russia with their subsequent export to the target foreign market has serious limitations that can hamper the successful development of the business: transportation costs make significant adjustments to the cost price. In the direction of its increase, naturally.
3. In addition to what was said in the previous paragraph, it is also necessary to take into account that the stamp "Made in Russia", unfortunately, is a stigma, and for many it indicates a low quality of the product. This fact will not exactly contribute to the success of expansion to foreign markets.
4. Delivery of goods abroad through their sale to the importer, which then independently at its discretion distributes the product along the links of the distribution network, is likely to lead to nothing good. Really importers, such is their nature, they work only with hit products that are already in demand in the market. Develop a market for a new unknown product from a distant Russia will be ready to units.

The expansion of Russian companies to most foreign markets - here we are talking about real markets that are achievable for us, not the US and the EU - requires a new marketing strategy that is fundamentally different from what is currently used in Russia and CIS countries. This new strategy, in addition to avoiding a head-on collision with powerful transnational companies, must at the same time maximize the strengths that enable, if such competition is inevitable, to compete with them on an equal footing. The optimal marketing strategy in this case is the transfer of production of a product intended for the foreign market, from Russia to the country - the target market and the opening there of independent local marketing, sales and logistics structures. Obviously, such a strategy has a lot of limitations, such as, for example, the possible high cost of labor in the target market, etc. Nevertheless, as I see it, it is necessary to accept these restrictions, since we are not in a position to cancel one thesis that is extremely sad for us, which leaves an imprint on the export operations of all Russian companies as a whole: we are unable, by virtue of both objective and subjective reasons, to create competitive multinational brands of the level of Danone, Snickers, Siemens or Ariston. And since we can not do this now, we should not try. A waste of time and money.

The output in this case is the creation and promotion of local brands, designed for one or more related countries. Ideally, such brands should be produced in the country - the target market and positioned as local high-quality products for patriotic consumers. The main idea here is, on the one hand, to use anti-globalization, xenophobic sentiments, gaining strength in most countries of the world and, on the other hand, not to enter into direct competition with transnational companies. And, of course, this model avoids negative reactions caused by the "Made in Russia" or "Made in China" stamps. Obviously, this model can not be realized without the creation of

independent marketing, manufacturing, financial and logistics centers in the country of destination.

In practice, a whole marketing strategy for a Russian company wishing to enter the foreign market may look like this:

- Arrangement of agreements with one of the local producers on the joint production / placement of the order for the production of the product at its facilities / product production on a give-and-take basis.
- Creation of a local brand, an integral part of the positioning of which is to emphasize the patriotic, national sentiments of the local population. At the same time, when creating a local brand, we should understand not the traditional, unfortunately, for Russia practice, when brand creation is identified solely with the creation of a supercreative name a la "Sausage" "Primorskie" and no less creative packaging, which depicts the same heroes with unnatural happiness on their faces, and a full range of works on market research, developing a marketing strategy for entering it, a preliminary (and not the next, when the product is already on sale!) Test variants of the name, packaging and promotional materials of the future brand.
- Creation of local marketing, sales and logistics services consisting of local specialists belonging to the same ethno-cultural group as the population of the target market country. Practice shows that only local specialists who are part of the target market population and who know its mood from within are able to create the most effective marketing strategy. Of course, this thesis does not in the least abolish the need for the management of these services by Russian experts - the henchmen of the head office, since the same practice shows that the lack of tight control tends to result in significant thefts and abuses with budgets in foreign markets (which is explained by the same

ignorance of the head office about local realities and the level of prices for marketing / advertising / logistics services).

- Active promotion of the brand by guerrilla methods. Here, there should be applied both non-traditional ways of promotion and, what is especially effective, cross-shares. The special effectiveness of the cross-share in raising brand recognition and creating brand loyalty (key tasks for the new brand being introduced to the market) is explained by high indicators in the results / expenses coordinates. "Binding" the new brand to the already popular popular brand - cross-partner - automatically extends the authority of the latter to it and helps to form the necessary positioning at an accelerated pace. In turn, combining marketing budgets of 2 brands for one common marketing campaign allows to achieve large-scale savings (the same action, but carried out alone, obviously, will be much more expensive). Possibilities for carrying out cross-shares are darkness: beer - crackers, meat-ketchup, drills - drills, paints - brushes, etc. A huge field for the imagination of a marketer.

In conclusion. One of the critical factors that will determine the success of the campaign to enter a new market will be the level of our Ponts. He, unfortunately, as a rule, the Russian market. Nothing so does not compromise the marketing strategy, like overprudence and disparaging attitude towards competitors. It could be seen dozens of large companies that paid for it. Marketing is a war of brains; the amount of money, people and big names are not always decisive. Moreover, Russian big names for foreign markets are nothing. They must be subtracted from the equation a priori.

Marketing Strategies in Turkey

Turkey has a lot companies in the Top 500 Private Companies list from dozens of provinces and a number of sectors. Some of them are made up of a lot of highlights, while others are going "quietly" in the way. However, being among the 500 largest, they all show a certain performance, a strong strategy and management behind the successes. So in terms of marketing what is the situation of the “Giants” of Turkey?

There are many good companies applying marketing in Turkey. Some of them are multinational, and some of them are native.

There are 3 types of company here:

In general, companies can not be considered as uniform. There is a benefit to look after after dividing several categories. On the one side are multinational, on the other side are those who are completely native. There are also companies that are a mix of these two. Some of truly world-class multinational companies in Turkey, Turkey is conducting marketing activities without discrimination. This is extremely natural for those who are here with their own capital.

There are also those who come here through distributors, not their own capital. They are still running very poor marketing efforts. Some of them are playing while describing Turkey as one of the least developed countries where the binary. I am mostly angry with such companies. Because they pay attention to profitability. Turkey's profitability also remained very small in here do not care about the world average. They're just trying to survive. Therefore, they do not apply ethical rules, global marketing standards here.

The Marketing Strategies of the locals:

Among the locals, there are very good companies that carry out marketing with modern marketing approach. Nevertheless, it is not possible to say that many companies in the family or the boss company are still marketing in real terms. Once they have problems with the value they give to the consumer and the ability to meet all the needs of the consumer. They're still trying to sell stuff in their hands. However, now they have to go from a marketing philosophy to a marketing philosophy. We see what they are when they can not sell. Vakko closes the koskoca store in Taksim and transfers it to Mango. We must examine the reasons for this well.

In which fields do they stand out?

Turkey still products in certain markets during the period. So if his product is good, he does not care much more about marketing. Some markets are in retail. The channel is gaining weight in these places where it is retailing. Very small markets are also in the period of internet and interactivity. There is a lot of marketing there.

When you look into the world, they do not leave a product alone. Even Viagra has 2 basic opponents and 4 generic opponents in every country. So now every product can be reproduced. Therefore, it is important to market the product and create value depending on it.

Most Common Mistakes

Understanding the consumers is the most common mistake in terms of marketing strategies in Turkey. Companies are trying to understand the consumer by using research. The important part is looking at the consumer

as "stack". So they think the truth in their heads is the truth of the market. Obviously, they are making mistakes at this point.

Companies have to listen to the consumer in the new period, look what they want and be a bit visionary. Now, 20 years from now, consumers need to guess what they want. They have to do some futurism. If you look at them, they can make money without doing them. But they can never be permanent. I think Turkey needs to brands that have permanent jobs.

One cannot reduce the mistakes made in the market by product or sector. Because if you examine closely, you will see that the mistakes made are very similar. For example, a significant portion of the company in Turkey, I see that you made a mistake in terms of being a global brand. I encourage everyone to read the book "World Is Right" by Thomas Friedman to understand globalization. Globalization is now independent of ideology. It is important to understand this. In other words, If you go out of your way without knowing the globalization, I will market the goods to the people of the world, you are bound to be back.

The best of Marketing in Turkey

Of course, in terms of marketing in Turkey, one can find successful companies. First of all, we need to talk about global companies. The practices of multinational brands are extremely important. For example, Coca-Cola is doing a very good job in Turkey. There are successful applications of Pinar in certain categories. Again Ülker, Arçelik have good jobs. Beko is already a success story in itself. Companies such as Microsoft and HP are doing extremely well here. In addition to these, I see marketing strategies that I find very successful in the food and automobile sectors.

But Turkey is not restricted with these brands and not just those holdings. The numbers of these companies need to increase. Turkey, just to the construction industry can not grow. It can not come with technology alone either. So we have to place people with marketing minds in other sectors.

Advertising industry is growing in Turkey. However, we see that more advertisers go to smaller agencies when they need medium-sized and large agencies. This is the basic reason, cost and cheap family businesses.

Expertise such as creativity and advertising tend to companies that demand much lower commissions when they receive a service that requires it. In order for the advertising agency to develop and to be able to contribute money to the creative team, this problem must be solved absolutely and absolutely.

Turkey advertisers seems to be unexperienced in terms of budgeting. There is a way of doing tasks and assignments, but it does not always hold in the commercial. Companies do not have a budget in advance for their advertising campaigns. It's like going out to dinner without knowing how much money you have in your pocket . How can you decide where to eat without knowing the money in your pocket? So it's a good thing to work with a budget.

However, it often can not make a proper assessment of the budget in Turkey. There are still many ways to go. When you look at advertising management still, there is a great need to develop in terms of returning a penny-winning penny.

If you do not have a contact today, there's no mark. No mark or no sales. When such a cycle is going on, companies should know that they really need to care about this business.

In the recent period, new advertisers who are not very well known come forward. Behind that I think television advertising is cheap. However, I criticize that television is very cheap. There is nothing to do at this point. There are many channels and very big competition. These kinds of facts are emerging as a result of too much pricing.

Bigger firms learn to buy media over time and make annual deals. As a result of these agreements, they do not enter because the price is too low. These companies, which we talked about above, are turning to them for higher priced and hit-and-run ads. And they go into the market. Of course, there are positive aspects, there are also negative aspects.

If you do not have a contact today, there's no mark. No mark or no sales. When such a cycle is going on, companies should know that they really need to care about this business.

changing Turkey

After experiencing the opening of Turkey which is particularly dense outer 1980, the economic has witnessed significant changes in social and cultural fields. The increase in foreign trade (both exports and imports), the trend toward new technology use in production, the pursuit of "quality" by consumers, the accelerated flow of information through the use of sophisticated means of communication and changes in social life have led to significant changes and developments in marketing in our country.

These developments in marketing understanding are occurring in parallel with many changes in the world. There are many companies that implement modern marketing concept (providing profitability and consumer satisfaction together) in all sectors. In some sectors where there is little competition in our country (such as iron and steel, construction), classical marketing is still prevalent. Classic marketing has intensive production

based, intensive sales understanding, and profitability is the main objective of the firm.

In order to ensure a rapid transition to modern marketing understanding, basic conditions such as education and health must be provided at minimum level throughout the whole country.

New Trends in Marketing in Turkey

Changes that affect marketing in our country in recent years and are affected by marketing can be grouped into the following groups

Communication, Communication and Changes in Transportation

The major changes in the field of communication and transportation especially in our country in recent years are:

- 900 phones,
- Establishment of private aircraft companies,
- Cable TV broadcasting,
- Construction of highways,
- Private radio and television broadcasts,
- Computer networks established with modem channels,
- Mobile phones

All of these new applications have significantly influenced the marketing and understanding of our country.

Changes in Consumption Vehicles and Shopping Style

Shopping style changes

- Super, hyper and mega markets,
- Multi-storey merchandising,
- Credit payment facilities,
- Credit cards,
- Installment campaigns,
- Consumer loans

Changes in consumption conception

The population and the ups and downs have led to changes in traditional consumption habits, as women are increasingly put into business, populations and the most crowded families are easily affected by the consumption patterns of the young group. Some of these changes can be summarized as follows.

- Ready and frozen food consumption,
- Intensive use of time-saving instruments (microwave oven etc.)
- Increased demand for fast food restaurants,
- Door to door distribution (cargo, food service, etc.)
- Towards the lifestyles and habits of developed western societies,
- High demand for imported goods.

A comparison with Japan

To begin with, let us give a brief description about the situation in this country. Japanese businesses have adopted a strategy of selecting target markets or markets by segmenting the market in national markets or in international markets. International markets have generally been selected to be segmented and entered into by geographical care and the level of development of the country.

Commodity strategy: Commodities suitable for the needs and desires of selected target markets have been developed. Initially, the quality standards of goods are very low. But the quality standards have been improved rapidly and the marketing of the goods has been provided in accordance with the needs and requirements of the market.

Price strategy: The competitive pricing strategy to capture the market has been implemented in both domestic and foreign markets. This strategy has been formulated as follows: in order to implement the low price strategy in general, costs must be reduced. This is also done in Japan. Market share was increased to provide a large-scale economy, so that the cost advantage was reflected in prices. Undoubtedly, making production and distribution effective and raising the quality of goods has also been very influential in the seizure of markets.

Foreign markets are also entered with low prices. This tactic has been used in the same way in developing and developed countries. It was imperative to implement this low price tag when the purchasing power of consumers in developing countries was insufficient. In developed countries, the low price policy has been used as a means of competition.

After the National Market was seized, and after foreign companies were hampered by various means of entry into the national market, the competition of foreign businesses in the domestic market remained almost imperceptible. The result was a change in price; a lot of goods began to be sold in the inner market at higher prices

than in foreign markets. Damping Try the basic idea that this application is based on: It is profitable to use certain markets to capture other markets.

Distribution strategy: The national distribution system has its own traditional structure. A large number of agents are used in the distribution channel. It is a system with social impacts where wholesalers and retailers need to be supported. The complexity of the system is one of the obstacles that make it difficult for foreign businesses to enter the Japanese market.

Efforts are being made to improve and make the national distribution system effective. It should not be overlooked that the country is geographically small and facilitates the physical distribution activities - especially the transportation.

Distribution practices in international markets are much more diverse. In the first phase of entering the market, three applications are applied:

1-) Many of the manufacturing enterprises use large Japanese export companies who know the foreign countries' social structures, business requirements, legal regulations and languages. These companies ensure that their distribution costs are low because of their large size and their experience.

2-) Some enterprises have entered into agreements with the local distribution companies of the entered country. Thus, they benefit from the built-in distribution system.

3-) Some businesses - especially the US market - have worked with local managers who have poorly performing distribution channels and marketing specialists.

Advertising strategy: Japanese advertising is emotional, dizzying and giving indirect messages. In addition, advertisements feature soft sound and music and beautiful images. It is emphasized that goods presented to the bazaar are goods developed as a result of the manufacturer's meticulous efforts. Thus consumers are trying to wake up the positive image of the manufacturer.

Information gathering strategy: Japanese managers are very interested in collecting direct information from wholesalers and retailers involved in distribution channels. Information obtained by visiting the agents in the distribution channel; information about goods dispatch, inventory levels and retail sales is called They believe that these two types of information best reflect the behaviors and aspirations of consumers.

When entering a fuselage, the data is collected by the upper and middle level managers. The reason is believed to be very critical information from the information gathered by visiting the intermediaries, in terms of entering the market and then developing good relations. Managers want to seize when they want to compare their own goods to those of their competitors. To do so, it collects inventory, sales and other information that shows the actual flow of goods through the distribution channel.

When comparing Turkey with Japan, Japan's question can not be provided for reasons of Turkey's achievements in marketing it may come to mind. In this sense, we have to follow the path and apply the method in which Japan will be evaluated according to the conditions that generate beneficial results were in Turkey's improved ideas.

A country can have two forms of technology,

1- Buying,

2- It can be listed as producing the technology.

While purchasing them can be very expensive, the second one requires huge amounts of capital, knowledge, and experience. In short, a financial resource is required to fulfill both. Japan, on the other hand, was not entirely connected to the outside world, especially when it took technology, and it took the current technology in the market exactly, and built new developments on it, making significant progress in reaching its present position. Thus, by not starting from scratch everything in the first place has prevented a great loss of wealth and financial loss.

Turkey has to do in such situations they can do in terms of development and openness policies can be listed as follows:

in Turkey in the period after 1980, reducing the idea of increasing crop due to excess domestic demand reduction has led to an increase in exports; however, the incentives given by the state and it provides subsidies despite Turkey's share in the world trade volume is not at the desired level. In terms of the objectives of the national and international marketing according to new developments in Turkey should reconsider.

In order to take advantage of the marketing, marketing initiative to accelerate the development of national and international marketing, social marketing understanding, which targets the interests of the community rather than the people or institutions, and thus the community's participation, can be used to: government, consumer protection laws, incentives and reductions to industrial investments, investments to protect the environment and human health promotion of schools, recruitment courses for qualifications, and rewarding efforts to improve the sense of responsibility towards collecting.

Turkey head towards import substitution as Japan for a while, and then to world markets for multinational companies, joint ventures, foreign capital investment, exports may enter private or official opening offices and agencies; however, where the characteristics of other countries should be selected considering the most appropriate way for Turkey.

Measures should be taken to prevent large time and financial loss before entering foreign markets; make necessary changes and innovations; the target audience should enjoy the service from the product to the service.

High technology should be able to transfer the country with its own capital or with export income in the best way, with industrialization that can resist international competition, the information that can provide efficiency in every separate activity in the services that continue with production services, should not be collected only in a high level administrator or a few administrators, .

The state, which constitutes the power source of enterprises in countries with a narrow foreign trade volume and delayed industrialization, should be able to support both entrepreneurs and investors in long term profitable investments with a rational control.

Influencer Marketing in Azerbaijan by TNCs

Influence marketing is the power of persuasion, which is applicable in any business sector. Many companies are convinced that this is one of the best ways to increase the degree of confidence in their product on the part of the consumer.

After all, the fact remains unchallenged - thanks to recommendations from experts, authorities, celebrities, business is developing faster and sales are increasing. Marketing influences also fosters brand awareness.

This phenomenon and e-mail marketing, in which marketers began to attract influential people, to increase the rates of openness, referrals and target actions of subscribers, did not escape this phenomenon. If you have not yet started using the marketing of influence in your email lists, in this article we will tell you why it is needed and how to apply it.

What is influence marketing?

Already in the title itself, the main goal of this tactic is displayed. Influence marketing is called so for the reason that it has a strong belief power that is based on the concept that users are more likely to buy your products or use the service if they receive a recommendation from a person they trust.

In Azerbaijan, the influencer marketing started to gain more and more popularity since the start of the rise of social media celebrities. The so-called influencers started to get a lot of followers on the social media (especially on Instagram), and this allowed these persons to use their accounts for their careers as the influencers. However, during the recent years, some of the TNCs, especially P&G, started to benefit from the power of the influencers in Azerbaijan. The most obvious example of this tendency is the commercials created with Bahram Bagirzade playing the key role as the frame below:



From this frame above, we can see how firms take advantage of the influencer: they basically choose someone who is loved by the people of the country, and use his figure as a force for “influencing people’s mind. In other words, they try to make changes on the people’s preferences using these people’s fame among the target customers.

Influencer Marketing in Russia

Marketing influence in digital demonstrates impressive growth. IAB Russia's Influence Marketing Committee published Influence Marketing White Paper. The document gives an idea of the current ecosystem of the marketing of influence in Russia

The audience of YouTube stars is comparable to the audiences of the largest federal media, and advertising on their channels and pages in social networks is becoming increasingly in demand. Integration of advertising messages into popular content attracts advertisers and opens a lot of opportunities for them, however the

segment itself as a part of the advertising industry is still in the stage of formation and is experiencing certain "growth problems". To date, there is no generally accepted terminology and metrics for assessing the performance of the market. In a situation where advertisers do not understand the rules of pricing, the positioning of players in the market and the campaign management mechanic, the risks of stopping advertising campaigns and stopping cooperation grow.

Today, the ecosystem of the market for Influence-marketing is formed by producer companies, specialized agencies, stock exchanges of bloggers, sowing systems and platforms. The product line can be defined based on the types of services, the exclusive presence of the brand and the tasks to be accomplished. In the mandatory metrics, the metrics for Youtube are selected - for the placement prefix and for the report; for Instagram - metrics for pre-posting and reportable formats of photo posts, video posts, stories.

According to Yevgeny Safonov, Chairman of the IAB Russia Committee on Influence Marketing, today we can distinguish three main trends: the consolidation of content-makers in production centers, the glut of demand in the market of top-bloggers, the gradual expansion of the audience through traditional and offline channels.

"There are new hybrid-type agencies that combine the functions of content production and advertising sales. Demand in the segment of top bloggers is oversaturated, you can expect that the budgets will go to the segment of small bloggers, with which now work is almost not conducted. Bloggers will become even more "media", there will be more "contract" stories, when the blogger will cooperate with advertisers not only within the limits of their channels, but also participate in other activations of brands online and offline. This in turn will attract media budgets and "blogger" content, we will increasingly see in traditional channels of Internet advertising," the expert notes.

It is also expected to strengthen the position in the field of Influence-marketing of other social networks in addition to YouTube and Instagram.

Conclusion

As a conclusion, it is worthy to give the key characteristics of the marketing and internet marketing, problems and opportunities:

In the emerging markets marketing is a rather young direction of the economy, which leads to the first problem called "misinterpretation". Misunderstanding of the essence of marketing is found in almost every third company. With the concept of Internet marketing, a large number of problems arise:

1. Lack of opportunity to "touch the goods". Many buyers prefer to overpay for the goods, provided that it can be viewed and checked. At this point, the problem arises of the impossibility of a preliminary inspection. However, this problem is easily solved by using offline consultations. Also, many companies expect inspection of the goods before payment and refusal in case of dissatisfaction with quality.
2. Not a trusting attitude to payment systems in many respects hinders Internet sales. Ordering goods through the Internet, many buyers are afraid for the data of their cards and passports, and also worry about the non-delivery of goods and loss of money. The only solution to this problem is the expectation that over time people will get used to this system. Also, companies need to maintain their reputation, which can be provided by customer feedback on the company's official website.
3. Wrong attitude to the concept. In the combination of "Internet marketing" the key concept is not the Internet, but marketing. Although the Internet gives great technical opportunities, but without a meaningful content, an interesting proposal and a correct submission, they will be ineffective and useless.

To date, the list of problems related to marketing can be attributed to the problem of development prospects. In these states, a very small number of companies that effectively use Internet marketing. A serious problem is the failure of a successful

marketing research, it is very difficult to investigate any problem and implement an advertising campaign plan that could show concrete results and guarantee successful sales.

In modern society, the development of Internet marketing is quite rapid.

Companies receive all the necessary information about the requests of each individual customer of the company and automatically provide goods and services that meet the requirements. Undoubtedly, the Internet automates the process of providing services to potential customers, allowing you to get the goods without spending a lot of time. Thanks to the rapid development of technology and communications, the future will be behind Internet marketing, which provides opportunities for business development. Soon it will be difficult to imagine any business without it. Therefore, the society needs to develop the Internet and develop in this direction.

References

Ahuja, V. (n.d.). *Digital marketing*.

Baines, P., Fill, C. and Rosengren, S. (n.d.). *Marketing*.

Belloc, H. (1967). *On*. Freeport, N.Y.: Books for Libraries Press.

Belloc, H. (1967). *On*. Freeport, N.Y.: Books for Libraries Press.

Blythe, J. (2006). *Marketing*. London: SAGE Publications.

Deiss, R. and Henneberry, R. (2017). *Digital marketing*. Hoboken, NJ: For Dummies®, a Wiley brand.

Evrard, Y. and Lemaire, P. (1976). *Modeles et decision en marketing*. Paris: Dalloz.

Heidingsfield, M. and Blankenship, A. (1974). *Marketing*. New York, NY: Barnes & Noble Books.

Kotler, P. and Keller, K. (2012). *Marketing management*. Harlow: Pearson Education.

Marketing. (2005). Bradford: Emerald Group Pub.

- Mayrhofer, U. (2012). *Marketing international*. Paris: ECONOMICA.
- McIver, C. and Wilson, G. (1971). *Marketing*. London: Pan Books.
- Paliwoda, S. (2013). *International Marketing*. Routledge.
- Ryan, D. and Jones, C. (2012). *Understanding digital marketing*. London: Kogan Page.
- Walsh, L. (2001). *International marketing*. London: Financial Times Management.